

Action Pact, Inc.

September, 2006

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Regulations Back Culture Change

"I long to accomplish a great and noble task, but it is my duty to do small tasks as if they were grand and noble."

Helen Keller

Thomas Hamilton, of CMS, reminded attendees of Wisconsin's *Focus 2006* that regulations do not inhibit culture change but that, in fact, regulations support culture change. In his opening remarks Hamilton, Director Survey and Certification Group of Centers for Medicare and Medicaid Services, said, "OBRA 87 laid out the basic federal responsibilities. What could be more compatible than to achieve the highest functional level of well-being?"

Speaking as one who is "seeing with new eyes," Hamilton's new eyes see long-term care as a combined effort of community services and nursing care working together in a setting where QIO and survey systems are coordinated. "Ask yourselves to what extent can the state and federal government help. Are regulations and guidelines barriers [to your culture change

efforts]? If you think so, let us know."

Clearly a proponent of the movement, he spoke of making a "complete flip" to individualized care that is not just *resident*-centered but is actually *person*-centered – that is seeing a person as a *whole being*, and not just as a resident of long-term care. This means helping people to maintain relationships they had before they moved into the nursing home and helping them with the transition back home after rehab.

Hamilton quoted the wisdom of one who thrived despite disabilities, Helen Keller, who said, "I long to accomplish a great and noble task, but it is my duty to do small tasks as if they were grand and noble." To this he added, "I wish you luck on your small tasks done greatly and nobly that will benefit so many."

Two Slots Left Come Learn the Dance of Change

Two slots are still available for Action Pact's week long Choreography of Culture Change Sept. 24 – Sept. 30. Click here to learn more: <http://www.culturechangenow.com/choreography.html>

Call LaVrene (414-476-8758) or Megan (573-499-1494) to find out more. Discover the leader within. You can make it happen.

Overcoming the System

"We can't just improve, we must overcome the current system" was Steve Shields' refrain as he spoke to attendees of Wisconsin's Bureau of Quality Assurance Focus 2006 conference. Shields presented his keynote speech on the principles and values of home for long-term care, the topic of his and LaVrene Norton's recently published book, *In Pursuit of the Sunbeam*.

Shields is CEO of Meadowlark Hills in Manhattan, KS, an organization which has made the transformation from institution to home over the last several years. His experiences during this journey, as well as those of some of the other organizations which Norton has led, are detailed in the book.

"We can't take a system that was ill-conceived from the start and make something desirable from it," Shields said. "We're no longer at a place where we are saying, 'Do we really need to change?' We're changing who we are so that the people we serve can remain who they are." He went on to explain that we know we must change long-term

care, even though we know the struggle will include difficult personal growth as well as changes within the organization. "The world is changing too fast for us to have entire comfort before we move forward."

In Pursuit of the Sunbeam details the evolution of an organization by presenting practical information on change and growth of individuals, leadership and the organization as a whole as they work to create home not for residents but with them. Shields shared stories, included in the book, of his own journey as well as those of staff and residents of Meadowlark Hills. He also addressed topics of privacy, sensitivity, choice, fear and the drive to make the changes needed to support a happy, natural home life for our elders. There was an air of excitement and curiosity in the room as the audience listened to these stories and started thinking about what such a transformation could mean to them.

Visit <http://www.culturechangenow.com> for more information about the book and how to order it.

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Bathing Without a Battle

“We can’t just improve, we must overcome the current system” we must change long-term care, even though we know the struggle will include difficult personal growth as well as changes within the organization.

It is no big secret that bathing is often an upsetting experience for residents in long-term care. Presenting at Focus 2006, Joanne Rader, RN, MN, an author of Bathing Without a Battle, proved that this need not be the case. The book and video of the same name, teaches us that whatever methods we use to get clean, it should be a pleasurable or at least comfortable experience.

Addressing the audience of her breakout session at Wisconsin’s Bureau of Quality Assurance Focus 2006 conference, she asked, “What makes you ideal shower or bath experience?” After hearing answers that included things like water temperature, candles, relaxation and leisure, she noted that not one person mentioned “washing.” The first objective, according to Rader, is to make bathing pleasurable. “It is not a task to be done on a body every Tuesday and Friday whether they like it or not. It is about two people who have a relationship having a pleasant experience,” she said.

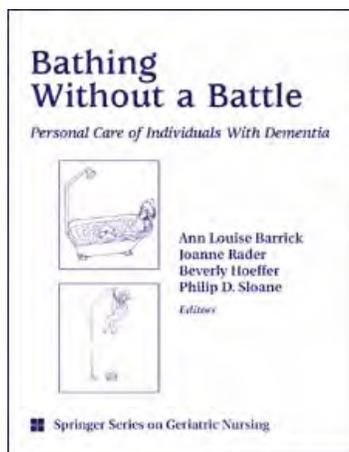
Rader blames the indoctrination of current bathing practices on “the big nurse in the sky” or the long-held assumptions of what it means for a resident to be clean and what complies with regulations. When an aide employs a towel bath in bed to help a resident get clean, some say it doesn’t count unless they were actually in the shower. Obviously this is a misconception. Clean is clean and all the better when getting there is a pleasurable, non-threatening experience.

And in fact, the battle of bathing is as difficult for the aide as it is for the resident. Aides in the audience told of how they dreaded going to work on days

when they knew they would have to force a resident to be bathed. “You have to numb your heart to be able to keep doing it,” Rader agreed. This difficult and abusive practice of battling to bathe or shower residents is perpetrated by the system, Rader says. “It’s not the aides’ fault. It’s the way they are taught. They are doing what they were told to do.”

With the stage set, Rader showed excerpts from the Bathing Without a Battle video of actual situations of an aide bathing a resident. The video showed the same woman, first having a bad bathing experience, then a modified shower and finally, a towel bed bath. In the first situation, the woman is so frustrated and threatened she bites an aide. During the modified shower the aide explains what she is doing while she does it, has a pleasant conversation with the resident and covers parts of the woman’s body that are not being bathed at the time with towels to preserve modesty and warmth. This goes more smoothly. Finally, the woman receives a bed towel bath that she enjoys so much she offers to pay for the service. All three approaches clean the body of the resident, but the preferred method is clear. During her research, Rader was actually bathed by an aide at her facility – yes, naked and all, she assures. The first thing she noticed was the horrible feeling of her bare bottom hanging out of the shower chair as she was wheeled down the hall. While no one could actually see it, it was unsettling. While in the shower she noticed that her feet dangled in the chair, cutting off the circulation and turning them blue. While showering herself, water running over her face never bothers her, but when someone else held the shower head, she had the sensation of drowning. Obviously, the experience was traumatic physically,

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Action Pact Training Calendar

A Tale of Transformation Workshop

Nov. 2, 2006

**Pleasant View
Retirement
Community in
Manheim,
Pennsylvania**

**Four Stages Tell the
Story (based on the
video) \$120 (\$99 if
more than one person
from the same
facility)**

ONE DAY WORKSHOP AT

*Assess where you are
in your Culture Change
journey and identify
actions that will move
you toward your vision.*

*Learn how in this one
day workshop with
LaVrene Norton with
Action Pact, sponsored
by Pleasant View
Retirement Community,
544 Penryn Rd.,
Manheim,
Pennsylvania.*

*Call 414-258-3649 for
more information or fax
your registration form
to: 414-476-8799.*

*Click here to see a
video clip of the TOT
DVD available at:
<[http://www.culturecha
ngenow.com](http://www.culturecha
ngenow.com)>*

Bathing, continued

and, as many residents could tell you, it also stripped her of her dignity. This experience is not exceptional-- it is very often the norm for those living in long-term care.

Better practices can be put into place. The book and video for Bathing Without a Battle help viewers recognize the true "causes" of the battle and learn alternative options. Towel baths and modified shower chairs, that honor the comfort and dignity of residents. The book and video are available for purchase separately or together at <http://www.culturechangenow.com>

Households Open in Pennsylvania Garden Spot

Steve Lindsey, CEO of Garden Spot, opened their ribbon cutting ceremony for their new households August 25 to a large gathering of residents, friends and neighbors. He suggested that we have all have heard these familiar refrains:

I want to go home!
Are we home yet?
When can we go home?
There's no place like home!
Let's just stay home tonight.
I can't wait to go home.

And yet, while we all intrinsically realize the necessity of home, we are just beginning as a society to assure that frail elders needing nursing care continue to have the benefits of home.

Garden Spot, a retirement community in New Holland, PA serves 800 elders in its independent living, assisted living and skilled nursing facility. They began 18 months ago on a fast track to discover the meaning of "home" and to design and build a household environment that nurtures it.

"Our goal, as we began this expansion of our skilled nursing services, was not to create another nursing home, but to create home. To bring all these elements into existence by creating an environment which places real decisions into the hands of the people who live there, and to honor them by getting to know them in a meaningful way. In short, to live out our mission to enrich the lives of older adults as an expression of Christ's love!" Lindsey said.

Visitors had the opportunity to tour and enjoy coffee in the new households. Each household serves 16 residents and consists of a living room, kitchen and dining room. Residents have private rooms with walk-in showers. The household is accessed by visitors through a front door complete with doorbell. The back of the house (pantry, utility room, team room) can also be accessed through a hallway connecting the households with services (dietary, supplies, housekeeping).

Guest speakers at the opening ceremony included Ron Barth, President & CEO of PANPHA which represents 300 non-profit providers of a variety of long-term care and housing services for the older adults, the Honorable Gordon Denlinger, PA House of Representatives and U.S. Congressman Joe Pitts.

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Garden Spot "Home"

New Book: ***In Pursuit of the Sunbeam***

By
Steve Shields and LaVrene Norton

The sunbeam -- the right to home, has eluded the frail elders of this country for too long. It is time for a change. *In Pursuit of the Sunbeam* is a guide for individuals and organizations looking to embrace the true home of the resident-directed Household Model. Based on James O. Prochaska's stages of change, the Norton and Shields *Change Matrix* plots the transformational journey from beginning awareness of the need for change on a personal level through physical and organizational reconstruction into households licensed as skilled nursing facilities.

The authors share their experiences with nursing home transformation in the form of organizational strategies, change theory, practical development practices, leadership behaviors and inspirational storytelling. This book is the quintessential "How-To" of the Household Model - the future of long-term care. For more information or to purchase the book, visit <http://www.culturechangenow.com/book-ipots.html>

"Home" Described by Garden Spot Staff and Elders

Home is where:

- we live with people we care about and where meaningful relationships exist.
- we have a front door to protect our privacy. Not just anybody should walk into our home uninvited. (Ring doorbell)
- you can raid the fridge if you get hungry.
- you have some degree of control over life. You can go to bed when you want and get up when you want.
- someone cares enough about you to cook you breakfast just the way you like it.
- you can decide to just soak in the tub and maybe take a bubble bath if you've had a rough day.
- you have personal space and place for your stuff.
- you have a routine that is your own.
- you can start to smell dinner in the oven long before it's time to eat.

